DOCUMENT RESUME

ED 393 933 TM 024 963

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TITLE State School Closure: Fort Worth and Travis Employee Surveys 1993, Parent/Family Surveys, 1993 Results.
INSTITUTION Southwest Inst. for Developmental Disabilities, Abilene, TX.
PUB DATE 93
NOTE 67p.; For a related document, see TM 024 968. Paper presented at the Annual Meeting of the Mid-Western Educational Research Association (October 13-16, 1993).
PUB TYPE Reports - Evaluative/Feasibility (142) -- Tests/Evaluation Instruments (160)

EDRS PRICE MF01/PC03 Plus Postage.
DESCRIPTORS Decision Making; *Deinstitutionalization (of Disabled); *Developmental Disabilities; Employee Attitudes; *Employees; Parent Attitudes; *Parents; Program Termination; *Residential Schools; *School Closing; State Programs; Surveys
IDENTIFIERS Texas (Fort Worth); Texas (Travis County)

ABSTRACT

The Southwest Institute for Developmental Disabilities conducted surveys of families of people being served at two state schools and of employees of those schools about expected school closures. All 871 families, guardians, or primary correspondents with families members at the Fort Worth (FW) or Travis (T) State Schools as of March 31, 1992 were mailed a survey in April 1993. Forty-four percent of T families and 50% of FW families replied. About 87% of respondents did not want the schools to close, and 45% of FW families and 26% of T families did not feel involved in closure activities, with slightly higher percentages that did not feel involved in decision making. Forty-six percent of FW and 24% of T families said they had not been updated about closure plans, although 91% had expressed their preferences about placement or transfer. Family members also expressed concerns about staffing during the downsizing process. One thousand FW employees (95% of staff) and 1,051 T employees (84%) returned surveys. Ninety percent at FW and 83% at T disagreed that the decision process to close the state schools had been fair and objective. The credibility of the central office was not highly valued by employees from either school, and employees were not generally satisfied with their opportunities for advancement. (Contains 8 graphs.) (SLD)

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STATE SCHOOL CLOSURE:

FORT WORTH AND *TRAVIS*

EMPLOYEE SURVEYS

1993

PARENT /FAMILY SURVEYS

1993

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RESULTS

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November 13, 1993

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Dear Family Member,

We have enclosed an Executive Summary of the results of the Parent/Family Survey conducted between April through July, 1993. The survey was administered as one part of the evaluation of State School Closure process. TDMHMR will continue to "assess significant aspects of the closure processes" as part of its evaluation. TDMHMR established the State School Closure Evaluation Steering Committee with wide representation including parent, community services, research and evaluation specialists, the central office closure administrator, and employees from Fort Worth and Travis State Schools. This committee developed both the family and employee surveys. The Southwest Institute for Developmental Disabilities Abilene (SIDDA) has been contracted by TDMHMR to conduct surveys of employees and families.

The evaluation staff at SIDDA compiled family responses for the Committee to review and identify the trends included in the enclosed Executive Summary. This summary and the full results has been shared with the administration of both schools. This information will be used by the state schools to consider ways of improving the closure process for all involved.

The evaluation staff is available to meet with the parent groups at both state schools at their invitation. At these meetings, families can receive a more in-depth analysis of the results and give their suggestions for improvement.

We appreciate parent/family's participating in the survey. If you would like a copy of the complete survey results, please call ***1-800-524-1346*** *and leave your name and address so we can mail a copy to you. If you have any questions, leave your name and phone number at that same number, or call Southwest Institute at (915) 695-7182 and we will return your call.*

Thank you for your time.

Kevin Kraushaar

Delia Elliott

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Director of Program Evaluation

Delia Elliott M. A.
Program Evaluation Specialist

SUMMARY OF FAMILY SURVEY RESPONSES

All 871 families/guardians, or primary correspondents, who had family members at Fort Worth (FW) or Travis State Schools (TSS) on March 31, 1992, were mailed a survey early in April, 1993. After a reminder and second mailout survey, 44% of Travis families, and 50% of Fort Worth families, returned the survey. Of the families who responded, 87% wrote in the comment section.

1. Closure Activities

   - Approximately *87%* of families of both schools did not want the schools to close.
   - *45%* of Fort Worth and *26%* of Travis families did not feel involved in closure activities.
   - *52%* of Fort Worth and *32%* of Travis families did not feel involved in decision-making activities related to the closure process.
   - *46%* of Fort Worth and *24%* of Travis families said they had not been updated about closure plans for their family member.

2. Staffing Concerns

   - *51%* of Fort Worth and *33%* of Travis families felt that each schools had not kept enough staff.
   - Approximately *50%* of families at both schools felt that each schools would not keep enough staff to take care of family members during downsizing.

3. Communication Activities

   - Approximately *64%* of families at both schools had received recent information about the care and services for their family member.
   - *54%* of Fort Worth and *73%* of Travis families understand how their family member will be monitored during downsizing.

4. Approximately *58%* of families at both schools do not know how services to family members would be monitored in the community.

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5. Family Member Placement

- As of July 1993, approximately *91%* of families, at both schools, had told the schools their preference for placement or transfer of their family member.

- Approximately *61%* of families at both schools had not been offered information about what living sites or day programs were available in the community.

- Approximately *49%* of families members at both schools had not visited or been offered information about other schools/day programs were available in the community.

- Approximately *48%* of families at both schools had not had the opportunity to visit or been offered information about other state schools.

6. Approximately *77%* of families at both schools felt that their family member had been treated with dignity at the facility.

7. Understanding Rights Regarding Placement or Transfer

- Approximately 54% of families, at both schools, do not know about their or TXMHMR's responsibilities, if either the placement or the service provider changed.

- *51%* of Fort Worth and *69%* of Travis families understand what rights and responsibilities TXMHMR has regarding placement or transfer decisions.

- Approximately *61%* of families at both schools understand what rights and responsibilities they have regarding placement or transfer decisions.

- Approximately *23%* of families at both schools did not understand their rights about the need for informed consent.

8. IDT (annual staffing) Process

- *68%* of Fort Worth and *83%* of Travis families felt satisfied with the annual staffing of their family member.

- Approximately *64%* of families at both schools felt satisfied with the interdisciplinary team process regarding decisions about their family member.

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9. Placement Appeal Process

- Exactly *64%* of families at both schools said they did not receive a copy of the placement appeals process.

- *40%* of Fort Worth and *20%* of Travis families did not think the appeals decisions are fair and objective.

10. Support Activities

- Approximately *69%* of families at both schools said they had not been offered support activities to share their emotions or fears about placement or transfer.

- Approximately *67%* of families at both schools said that their family member had not been offered support activities to share their emotions or fears about placement or transfer.

11. Placement Planning

- Approximately *74%* of families at both schools felt included in the placement planning process.

- Approximately *50%* of families at both schools felt that new care providers were not being adequately informed of placement planning for their family member.

12. *28%* of Fort Worth and *12%* of Travis families were concerned about distances and other difficulties in maintaining contact with their family member if they moved to a new home.

If you would like a question by question analysis of the survey results, please call 1-800-524-1346. Leave your name and address so we can mail a copy to you. If you have any questions, call the above number and leave your name and phone number, or call Southwest Institute at (915) 695-7182 and we will return your call.

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FORT WORTH STATE SCHOOL
PARENT/FAMILY SURVEY RESULTS[1]

Strongly Disagree	(SD)= 1	Agree	(A)= 4
Disagree	(D)= 2	Strongly Agree	(SA)= 5
Neutral	(N)= 3	Not Applicable	(NA)= NA

Missing or Not Applicable removed before percent calculations.

Section A

Total N = 171		SD	D	N	A	SA
A1.	I feel I have been involved in closure activities as much as I want to be. N = 171	45% 32	41	11% 28	44% 60	10
A2.	I feel I have been included in closure decision making activities as much as I want to be. N = 157	52% 45	36	11% 18	37% 47	11
A3.	I feel I have helped make decisions and have been updated about closure plans for my family member. N = 163	46% 39	35	10% 17	44% 52	20
A4.	I am satisfied with TDMHMR's management of the closure activities. N = 158	58% 59	33	15% 23	27% 34	9
A5.	I think that Fort Worth/Travis State Schools should not close. N = 167	14% 21	3	0% 0	86% 19	124

Section B deals with the amount of information you have received about closure activities.

		SD	D	N	A	SA
B1.	I have received as much information from rumors as from official sources. N = 160	31% 11	39	17% 27	52% 60	23
B2.	I feel the state school did keep enough staff to take care of my family member. N = 162	51% 40	44	14% 22	35% 44	12

[1]Conducted April-June, 1993, Results Updated Nov., 1993

		SD	D	N	A	SA
B3.	I feel I know about placement/ transfer forecasts/planning activities for individuals. N = 163	34% 25	30	20% 33	46% 62	13
B4.	I feel the state school will keep enough employees to take care of my family member during downsizing. N = 156	60% 41	51	17% 27	23% 30	7
B5.	I understand how individuals will be monitored during staff downsizing. N = 160	30% 22	26	16% 26	54% 62	24

Section C deals with individual/family rights issues.

		SD	D	N	A	SA
C1.	I understand my family's rights about placement/transfer. N = 162	31% 20	30	15% 24	54% 77	11
C2.	I feel comfortable that TDMHMR will carry out its responsibilities about transfer/placement. N = 159	31% 29	20	18% 29	51% 68	13
C3.	I feel the state school knows its responsibilities for my family member's rights. N = 161	14% 14	9	13% 20	73% 94	24
C4.	I feel TDMHMR respects my right to be involved in decisions about my family member. N = 163	30% 25	24	13% 21	57% 73	20
C5.	I know what services/supervision my family member will receive after placement/transfer. N = 158	61% 54	43	13% 21	26% 34	6
C6.	I know the responsibilities TDMHMR has if private providership changes for my family member. N = 135	56% 48	28	16% 22	28% 30	7

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		SD	D	N	A	SA
C7.	I know how the quality of services for my family member will be monitored in the community. N = 127	67% 45	40	13% 17	19	20% 6
C8.	I feel my family member has continued to receive quality/ needed services in the new home. N = 58	20% 8	4	43% 24	14	37% 8
C9.	I feel my family member has been cared for and treated with dignity at the facility. N = 134	14% 8	11	14% 19	66	72% 30
C10.	I feel my family member has been cared for and treated with dignity at the new home. N = 47	13% 4	2	38% 18	15	49% 8
C11.	I/my family member feel we have not been forgotten by TDMHMR. N = 139	36% 35	15	22% 30	46	42% 13

Section D deals with the topic of informed consent by the family member, or family/guardian if the individual cannot give informed consent.

		SD	D	N	A	SA
D1.	I feel satisfied that the appeals process decisions are fair and objective. N = 151	40% 39	22	29% 42	40	31% 8
D2.	I feel I am an equal member of my family member's Interdisciplinary Team (IDT). N = 156	26% 23	18	16% 24	73	58% 18
D3.	I feel satisfied with my member's IDT staffing (annual planning conference). N = 160	16% 11	15	16% 25	85	68% 24
			Yes		No	
D4.	I understand my family's rights about the need for informed consent. N = 154		71% 110		29% 44	

		Yes	No
D5.	I have had the chance to tell what my preferance is for placement/ transfer of my family member. N = 159	92% 146	8% 13
D6.	I know if my family member has visited or been given information about other schools/day programs. N = 125	44% 56	56% 69
D7.	I have had the opportunity to visit and receive information about state schools programs for my family member. N = 151	56% 84	44% 67
D8.	I have received information about possible community living sites and day programs in my area. N = 131	36% 47	64% 84

Section E deals with information sharing.

		Yes	No
E1.	I know I can get a copy of the state school closure Plan. N = 154	66% 103	34% 51
E2.	I have received a copy of the placement appeals process. N = 156	36% 57	64% 99
E3.	I have been offered counseling for me/my family member before placement/ transfer. N = 149	25% 37	75% 112
E4.	I have received recent information about the care and services for my family member. N = 159	60% 89	40% 70
E5.	I have been included in the planning process for placement of my family member. N = 155	67% 104	33% 51
E6.	My family member has been able to share emotions about moving with a support group. N = 83	30% 25	70% 58

Section F deals with individual and family rights.

		Yes	No
F1.	My family member was able to engage in preferred activities before/after transfer/placement. N = 73	68% 50	32% 23
F2.	I have been asked where my family member wants to live and with what friends. N = 125	54% 67	46% 58
F3.	I have been asked about my family member's fears about placement/ transfer. N = 122	29% 36	71% 86
F4.	My family member's likes/dislikes have been told to the staff at the new home. N = 67	43% 29	57% 38
F5.	My family member has been able to take personal belongings and money with them to the new home. N = 36	80% 29	20% 7
F6.	My family member and I have agreed to placement or transfer. N = 112	55% 62	45% 50

SS# Fort Worth State School = 91%

	Percent	Frequency
G1. I am: N = 171		
1. Family member (not guardian)	28%	47
2. Family member/guardian	64%	111
3. Court appointed guardian (non family member)	4%	7
4. Advocate	0%	0
5. Missing	4%	6
G2. My family member currently lives at: N = 171		
1. Fort Worth State School	91%	156
2. Travis State School	1%	2
3. Other (name)_____	6%	10
4. Don't Know	2%	3

G3. My family member has lived at the above for: N = 171

1. Less than a year	5%	8
2. 1-5 years	5%	9
3. 5-10 years	11%	19
4. 10-17 years	53%	90
5. over 17 years	24%	41
6. Don't Know	2%	4

G4. I have contacted (visited/phoned) my family member: N = 171

1. Weekly or more	29%	49
2. Twice a month	22%	38
3. Once a month	18%	30
4. Once every three months	12%	21
5. About five times a year	8%	14
6. Twice a year	2%	4
7. Once a year	2%	3
8. Less than once a year	2%	3
9. Don't Know	5%	9

COMPILATION OF FORT WORTH PARENT/FAMILY MEMBER NARRATIVES[2]

The narrative section was Part H and the questions were:

H1. What are your greatest concerns about the closure of Fort Worth State School?

H2. How do you feel your concerns can best be answered?

The following are listed in frequency order. Parents could mention more than one topic in their comments.

Why Close - 88

should not close Fort Worth State School - 73
need for state school system to remain open active - 3
should not sacrifice state school for alternative use - 11
closure will bump those already on community waiting list for services - 1

Meet Needs - 54

Fort Worth State School can meet needs of individual best - 1
needs can't be met at other placement (community) - 16
client needs not currently being met - 3
state and legislature not considering client needs - 10
safety of family member in new placement - 6
continuity of care - 10
lack of continuity - 7
will family member needs be met at new placement - 1

Adjustment Stability - 53

stress individual/readjustment - 51
stress of family member - 1
provide counseling for client and staff - 1

Happy (family member) - 52

parent happy with Fort Worth State School - 32
family member happy at Fort Worth State School - 4
parent happy with staff Fort Worth State School - 7
client would be happy if friends could move too - 2
not happy with Fort Worth State School staff - 5
happy with closure process - 2

Family - 48

distance of school to family - 2

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[2]Compiled September 13, 1993.

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distance of placement - 45
client unable to go home - 1

Transfer/Placement - 40

concern for ability to locate placement/move with friends - 2
concern of overcrowding in placement - 10
transfer process too slow - 3
concern that community living not right for all - 11
concern that other (placement) school have same (community) - 9
community (group homes) will never be accepted - 2
happy with new community home - 3

Information - 20

information received from Fort Worth State School regarding closure/placement - 4
need more information regarding closure - 5
need honest information about closure - 2
need more information on transfer - 5
need more information on community living - 2
need information on current status - 2

Money - 18

government can't save money - 9
appropriate more money to build more schools - 3
concern over financial stability of group homes - 2
family not afford private placement - 3
payment correctly handled by community? - 1

Governor - 18

Governor does not stand for MR needs (MR population) - 16
will not vote for reelection - 2

Central Office - 16

trust TDMHMR to do right thing - 1
better management Central Office - 1
not honest/or trustworthy - 8
establish own power base - 1
betrayed FWSS - fire them all - 4
hold responsible - 1

Staff - 12

apathy of staff toward jobs - 1
need more workers for current - 1
adequate work force for current placement - 1
better staff moved - 1

would like to know attitudes of co-workers at new state schools - 2
does staff have necessary information about incoming clients - 4
community staff not know how to place physically handicapped individuals - 1
brag about their benefits - 1

Make decisions - 8

decision makers should listen to families - 8

Rights Individual/Family - 7

right of family member to live in what is considered their home - 2
approve placement - 3
override with scare tactics - 2

Court System - 5

does not reflect needs of family member - 4
lead to increased lawsuits - 1

Work Together - 4

increase communication with social worker client/family - 3
new placement should work with family - 1

Job Security - 3

loss of jobs - 3

Survey - 3

thank you - 3

Environment - 2

distance to travel not too far - 2

Training - 1

better trained every where - 1

TRAVIS STATE SCHOOL
PARENT/FAMILY SURVEY RESULTS[3]

Strongly Disagree	(SD)= 1	Agree	(A)= 4
Disagree	(D)= 2	Strongly Agree	(SA)= 5
Neutral	(N)= 3	Not Applicable	(NA)= NA

Missing or Not Applicable removed before percent calculations.

Section A

Total N = 234	SD	D	N	A	SA
A1. I feel I have been involved in closure activities as much as I want to be. N = 210	26% 21	34	12% 26	62% 103	26
A2. I feel I have been included in closure decision making activities as much as I want to be. N = 213	32% 25	44	14% 30	54% 89	25
A3. I feel I have helped make decisions and have been updated about closure plans for my family member. N = 213	24% 18	32	14% 30	62% 102	31
A4. I am satisfied with TDMHMR's management of the closure activities. N = 208	30% 32	29	20% 43	50% 81	23
A5. I think that Fort Worth/Travis State Schools should not close. N = 215	8% 13	5	5% 11	87% 28	158

Section B deals with the amount of information you have received about closure activities.

	SD	D	N	A	SA
B1. I have received as much information from rumors as from official sources. N = 204	48% 29	68	13% 27	39% 69	11
B2. I feel the state school did keep enough staff to take care of my family member. N = 215	33% 26	44	18% 38	49% 93	14

[3]Conducted April-July, 1993, Results Updated Nov. 19, 1993.

		SD	D	N	A	SA
B3.	I feel I know about placement/ transfer forecasts/planning activities for individuals. N = 216	16% 9	25	23% 49	111	61% 22
B4.	I feel the state school will keep enough employees to take care of my family member during downsizing. N = 209	44% 26	67	20% 42	64	36% 10
B5.	I understand how individuals will be monitored during staff downsizing. N = 216	11% 6	17	16% 35	112	73% 46

Section C deals with individual/family rights issues.

		SD	D	N	A	SA
C1.	I understand my family's rights about placement/transfer. N = 215	19% 6	35	14% 30	121	67% 23
C2.	I feel comfortable that TDMHMR will carry out its responsibilities about transfer/placement. N = 216	12% 8	18	19% 41	120	69% 29
C3.	I feel the state school knows its responsibilities for my family member's rights. N = 221	6% 5	8	8% 19	139	86% 50
C4.	I feel TDMHMR respects my right to be involved in decisions about my family member. N = 220	9% 6	14	10% 21	135	81% 44
C5.	I know what services/supervision my family member will receive after placement/transfer. N = 208	48% 38	62	18% 38	62	34% 8
C6.	I know the responsibilities TDMHMR has if private providership changes for my family member. N = 189	53% 36	65	16% 31	51	31% 6

		SD	D	N	A	SA
C7.	I know how the quality of services for my family member will be monitored in the community. N = 180	51% 39	53	18% 33	47	31% 8
C8.	I feel my family member has continued to receive quality/ needed services in the new home. N = 76	25% 5	14	25% 19	22	50% 16
C9.	I feel my family member has been cared for and treated with dignity at the facility. N = 179	5% 2	7	14% 25	98	81% 47
C10.	I feel my family member has been cared for and treated with dignity at the new home. N = 71	17% 2	10	41% 29	18	42% 12
C11.	I/my family member feel we have not been forgotten by TDMHMR. N = 198	10% 7	13	20% 40	112	70% 26

Section D deals with the topic of informed consent by the family member, or family/guardian if the individual cannot give informed consent.

		SD	D	N	A	SA
D1.	I feel satisfied that the appeals process decisions are fair and objective. N = 200	20% 13	27	25% 51	93	55% 16
D2.	I feel I am an equal member of my family member's Interdisciplinary Team (IDT). N = 209	8% 3	15	24% 47	115	68% 29
D3.	I feel satisfied with my member's IDT staffing (annual planning conference). N = 212	4% 1	8	13% 28	124	83% 51

		Yes	No
D4.	I understand my family's rights about the need for informed consent. N = 208	81% 168	19% 40

		Yes	No
D5.	I have had the chance to tell what my preference is for placement/ transfer of my family member. N = 219	90% 199	10% 20
D6.	I know if my family member has visited or been given information about other schools/day programs. N = 151	57% 86	43% 65
D7.	I have had the opportunity to visit and receive information about state schools programs for my family member. N = 205	49% 100	51% 105
D8.	I have received information about possible community living sites and day programs in my area. N = 154	40% 62	60% 92

Section E deals with information sharing.

E1.	I know I can get a copy of the state school closure Plan. N = 205	57% 114	43% 91
E2.	I have received a copy of the placement appeals process. N = 195	36% 71	64% 124
E3.	I have been offered counseling for me/my family member before placement/ transfer. N = 190	36% 68	64% 122
E4.	I have received recent information about the care and services for my family member.	69% 145	31% 64
E5.	I have been included in the planning process for placement of my family member. N = 210	80% 167	20% 43
E6.	My family member has been able to share emotions about moving with a support group. N = 92	36% 33	64% 59

Section F deals with individual and family rights.

		Yes	No
F1.	My family member was able to engage in preferred activities before/after transfer/placement. N = 93	54% 50	46% 43
F2.	I have been asked where my family member wants to live and with what friends. N = 148	47% 70	53% 78
F3.	I have been asked about my family member's fears about placement/ transfer. N = 143	38% 55	62% 88
F4.	My family member's likes/dislikes have been told to the staff at the new home. N = 70	56% 39	44% 31
F5.	My family member has been able to take personal belongings and money with them to the new home. N = 47	77% 36	23% 11
F6.	My family member and I have agreed to placement or transfer. N = 141	62% 87	38% 54

SS# Travis State School = 91%

G1. I am: N = 234

	Percent	Frequency
1. Family member (not guardian)	56%	130
2. Family member/guardian	36%	85
3. Court appointed guardian (non family member)	2%	5
4. Advocate	1%	3
5. Missing	5%	11

G2. My family member currently lives at: N = 234

1. Fort Worth State School	0%	0
2. Travis State School	92%	215
3. Other (name)_____	5%	11
4. Don't Know	3%	8

G3. My family member has lived at the above for: N = 148

1. Less than a year	4%	9
2. 1-5 years	3%	7
3. 5-10 years	2%	4
4. 10-17 years	5%	12
5. over 17 years	82%	105
6. Don't Know	4%	11

34. I have contacted (visited/phoned) my family member: N = 234

1. Weekly or more	5%	11
2. Twice a month	7%	17
3. Once a month	10%	24
4. Once every three months	11%	26
5. About five times a year	16%	37
6. Twice a year	15%	35
7. Once a year	9%	21
8. Less than once a year	18%	41
9. Don't Know	9%	22

COMPILATION OF TRAVIS PARENT/FAMILY MEMBER NARRATIVES[4]

The narrative section was Part H and the questions were:

H1. What are your greatest concerns about the closure of Travis State School?

H2. How do you feel your concerns can best be answered?

The following are listed in frequency order. Parents could ntion more than one topic in their comments.

et Needs - 126

Travis State School can meet needs of individual best - 23
needs can't be met at other placement (community) - 22
client needs not currently being met - 3
state and legislature not considering client needs - 16
safety of family member in new placement - 15
continuity of care - 6
lack of continuity - 12
family member needs are met - 28
will family member needs be met at new placement 1

y Close - 110

should not close Travis State School - 63
need for state school system to remain open active - 25
should not sacrifice state school for alternative use - 17
what if next placement closes - 3
closure will bump those already on community waiting list for services - 2

justment Stability - 76

stress individual/readjustment - 68
stress of family member - 3
provide counseling for client and staff - 5

)py (family member) - 75

parent happy with Travis State School - 27
family member happy at Travis State School - 19
parent happy with staff Travis State School - 21
client would be happy if friends could move too - 3
not happy with Travis State School staff - 4
happy with closure process - 1

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[4]Compiled September 24, 1993

Transfer/Placement - 73

- concern for ability to locate placement/move with friends - 15
- concern of overcrowding in placement - 13
- concern regarding transportation to placement - 3
- transfer process too slow - 3
- concern that community living not right for all - 14
- concern that other (placement) school have same (community) support and resources - 16
- community (group homes) will never be accepted - 4
- recidivism/failed placement - 2
- family told one thing client moved elsewhere/permission never given consent for movement - 1
- happy with new community home - 2

Information - 68

- information received from Travis State School regarding closure/placement - 13
- need more information regarding closure - 13
- need honest information about closure - 2
- need more information on transfer - 32
- need more information on community living - 4
- need information on current status - 3
- concern regarding how clients are told they have to move - 1

Rights Individual/Family - 67

- right of family member to live in what is considered their home - 61
- right to live safely in current placement - 1
- equal rights for MR - 3
- right to keep personal possessions - 1
- need for advocacy - 1

Family - 67

- age of parent (all encompassing) - 20
- distance of school to family - 18
- distance of placement - 29

Money - 31

- government can't save money - 3
- spent on remodeling - 11
- appropriate more money to build more schools - 2
- money for state school will decrease to increase community funding - 3
- concern over financial stability of group homes - 7
- spend money on alternate programs (space grasshopper) and not on MR - 4
- pay disparity - 1

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Survey - 24

- too late - 3
- thank you - 16
- hope survey correctly done - 1
- don't understand survey - 2
- how financed - 2

Make decisions - 18

- decision makers should listen to families - 16
- don't feel as if parent should have to make all decisions - 1
- feels rushed into making decision - 1

Court System - 18

- does not reflect needs of family member - 6
- Lelsz lawsuit - results in closure - 6
- community placement will lead to increased abuse which will lead to increased lawsuits - 4
- court appointed monitors at placements - 1
- abrogating the court settlement - 1

Environment - 15

- pretty campus - 12
- campus away from town with space for residents - 2
- distance to travel not too far - 1

Appreciation - 14

- of staff and work with clients - 13
- of volunteers - 1

Work Together - 11

- increase communication with social worker client/family - 5
- new placement should work with family - 4
- attended state school closure hearing - 2

Governor - 10

- Governor does not stand for MR needs (MR population) - 8
- will not vote for reelection - 2

Training - 8

- concern regarding community staff training - 6
- community placement needs more training to deal with behavioral problems - 2

Job Security - 8

loss of jobs - 8

Staff - 6

apathy of staff toward jobs - 1
adequate work force for current placement - 3
better staff moved - 2

Central Office - 3

trust TDMHMR to do right thing - 2
better management Central Office - 1

Policy - 1 unhappy with current Travis State School policy - 1

EXECUTIVE SUMMARY FORT WORTH STATE SCHOOL EMPLOYEE SURVEY[5]

There was no statistical difference in the responses by employees among the nine job groups nor between campus or community survey sites. The 1000 returned represent a 95% return rate.

Section A

- Ninety percent disagreed that the decision process to close the state schools had been fair and objective. (A1)

Information Sharing

- Central Office credibility was in doubt as approximately 60% disagreed that closure information had been honest (A2), adequate (A3) or quickly (A4) disseminated.

- Local administration credibility, however, was higher as only approximately 44% disagreed that information was honest (A7), adequate (A8), or quickly (A9) disseminated.

Employee Needs

- Employee needs had not been considered as approximately 54% disagreed that the closure activities had been fair (A5), or sensitive (A6) to their needs.

- Although approximately 53% of employees disagreed that the options had been adequately explained (A14) or that they had input (A16), 41% agreed that these options had encouraged them to stay (A15).

Family and Individual Needs

- Although 61% of employees agreed that the quality of services had been maintained at the facility (A17), only 42% agreed they would be maintained in the community (A18).

- Forty-seven percent disagreed that private providers have been adequately prepared (A19).

- Employees, also, felt that individual needs had not been considered as approximately 68% disagreed that the closure activities had been sensitive (A10) or fair (A11) to individuals's needs.

- Family needs had not been met, either, as approximately 68% of employees disagreed that the closure activities had been fair (A12) or sensitive (A13) to family needs.

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[5]May 13, 1993.

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Section B

Work Environment

- Fort Worth employees were least satisfied with salary as only 8% were satisfied.
- The area of greatest satisfaction was supervision as 44% were satisfied with their supervision.
- Sixty-five percent of employees were somewhat satisfied with their working conditions.

Morale

- The area of greatest dissatisfaction was advancement as 46% of Fort Worth employees were not satisfied with their opportunities for advancement.
- Fifty-eight percent of employees were somewhat satisfied with their work itself and 52% with their amount of responsibility.
- The areas of greatest satisfaction was their sense of responsibility as 33% were satisfied and 32% were satisfied with their sense of achievement.

FORT WORTH EMPLOYEE SURVEY RESULTS[6]

Strongly Disagree	(SD)	= 1	Agree	(A)	= 4
Disagree	(D)	= 2	Strongly Agree	(SA)	= 5
Neutral	(N)	= 3	**Top = Percentages**		
			Bottom = Frequencies		

Missing or Don't Know removed before percent calculations. N = 1000

PART A	SD	D	N	A	SA
A1. The decision process to close the state schools was fair and object. N = 948	90% 688	160	6% 65	20	4% 15
A2. Central Office has been honest in providing information about the closure. N = 856	62% 270	253	20% 173	136	18% 24
A3. My perception is that Central Office staff have given employees adequate information about the closure. N = 893	60% 257	273	21% 191	154	19% 18
A4. Central Office staff have quickly provided information about closure issues. N = 893	61% 250	293	22% 195	133	17% 22
A5. The closure activities have been fair to employees' needs. N = 914	~~50%~~ 60 309	237	22% 203	138	18% 27
A6. The closure activities have been sensitive to employees' needs. N = 935	59% 297	256	22% 201	148	19% 22
A7. This facility administration has been honest in providing information about the closure. N = 880	43% 193	186	24% 210	243	33% 48
A8. In my view, local facility staff have given employees adequate information about the closure. N = 903	45% 188	219	23% 210	242	32% 44
A9. The local facility administration has quickly provided information about closure issues. N = 906	43% 183	211	26% 231	247	31% 34

[6]Conducted Jan. 8, 1993, Results Updated September 22, 1993

Strongly Disagree (SD) = 1 Disagree (D) = 2 Neutral (N) = 3
Agree (A) = 4 Strongly Agree (SA) = 5 Don't Know (DK) = 9.

	SD	D	N	A	SA
A10. The closure activities have been fair to the individuals' needs. N = 919	69% 391	242	16% 143	125	15% 18
A11. The closure activities have been sensitive to the individuals' needs. N = 920	67% 367	244	17% 153	131	16% 25
A12. The closure activities have been fair to families' needs. N = 876	70% 375	238	18% 157	87	12% 19
A13. The closure activities have been sensitive to the families' needs. N = 875	67% 355	227	20% 176	99	13% 18
A14. The promised closure options for employees have been adequately explained. N = 946	50% 233	233	20% 185	260	30% 35
A15. The promised closure options for employees have encouraged me to stay at the State School for as long as my services are required. N = 938	33% 137	163	26% 244	291	41% 97
A16. I feel employees have had the chance to give input about options. N = 949	57% 302	235	21% 194	177	22% 33
A17. In my view, the quality of services to individuals living at this facility has been maintained. N = 944	23% 98	119	16% 155	373	61% 199
18. In my view, the quality of services to individuals being placed into community living arrangements has been maintained. N = 826	31% 133	127	27% 223	245	42% 98
A19. In my view, community based providers have been well prepared to provide needed services before placement of individuals. N = 788	47% 202	163	25% 197	168	28% 58

PART B

Not Satisfied = 1 (1) Somewhat Satisfied = 2 (2-4)
Satisfied = 3 (5-7)

In my current job, this is how I feel about...

B1. The amount of money I make in terms of the type of work I do.

1	2	3	4	5	6	7
- 47% -	----------	46%	----------		----------	7% ----------
459	136	189	124	37	26	15

N = 986

B2. The policies and rules.

1	2	3	4	5	6	7
- 26% -	----------	65%	----------		----------	9% ----------
255	142	233	262	49	25	18

N = 984

B3. The general surroundings in which I work.

1	2	3	4	5	6	7
- 11% -	----------	63%	----------		----------	26% ---------
103	111	186	328	95	84	78

N = 985

B4. The way that people get along with each other on the job.

1	2	3	4	5	6	7
- 20% -	----------	57%	----------		----------	23% ---------
192	132	174	253	86	79	68

N = 984

B5. The degree of "challenge" I find in my job itself.

1	2	3	4	5	6	7
- 17% -	----------	57%	----------		----------	26% ---------
165	83	165	304	101	79	78

N = 975

B6. The appreciation I am shown for the work I do.

1	2	3	4	5	6	7
- 33% -	----------	46%	----------		----------	21% ---------
323	149	137	169	87	66	55

N = 986

B7. The opportunities I have for growth and self-improvement within the organization.

1	2	3	4	5	6	7
- 41% -	----------	47%	----------		----------	12% --------
403	144	152	163	48	46	30

N = 986

B8. The opportunities I have for advancement.

1	2	3	4	5	6	7
- 49% -		----------41%----------			----------10%--------	
484	134	135	127	46	35	23

N = 986

B9. The amount of job security I have.

1	2	3	4	5	6	7
- 45% -		----------44%---------			----------11%--------	
445	126	122	185	43	38	24

N = 983

B10. The recognition I receive for my efforts on the job.

1	2	3	4	5	6	7
- 34%-		----------53%----------			----------13%---------	
333	203	149	163	61	43	31

N = 983

B11. The overall quality of my work environment.

1	2	3	4	5	6	7
- 12% -		----------66%----------			----------22%---------	
113	158	218	271	94	67	57

N = 978

B12. The sense of accomplishment I derive from my work.

1	2	3	4	5	6	7
- 10% -		----------57%----------			----------33%---------	
101	120	194	244	137	99	80

N = 975

B13. The general way in which I am treated by my immediate supervisor.

1	2	3	4	5	6	7
- 13% -		----------41%----------			----------46%---------	
127	86	119	199	96	137	210

N = 974

B14. The opportunity I have for creativity and self-expression in my job.

1	2	3	4	5	6	7
- 19% -		----------48%---------			----------33%----------	
189	126	151	197	102	115	99

N = 979

B15. The sense of achievement or contribution I receive from my work.

1	2	3	4	5	6	7
- 14% -		----------55%----------			----------31%---------	
132	126	163	244	113	120	82

N = 980

B16. The stability of my employment.

1	2	3	4	5	6	7
- 37% -	----------45%----------			----------18%---------		
360	154	138	144	81	57	44

N = 978

17. The actual duties and tasks in my work.

1	2	3	4	5	6	7
- 11% -	----------60%----------			----------39%----------		
107	120	191	273	117	104	66

N = 978

B18. The sense of importance I get from my job.

1	2	3	4	5	6	7
- 16% -	----------50%----------			----------34%---------		
158	109	155	221	134	107	98

N = 982

B19. The way in which the policies and rules are administered.

1	2	3	4	5	6	7
- 33% -	----------53%----------			----------14%---------		
325	165	164	182	71	39	35

N = 981

B20. My salary in terms of similar jobs in this geographic area.

1	2	3	4	5	6	7
- 39% -	----------51%----------			----------10%----------		
380	193	167	132	41	47	18

N = 978

B21. The way in which people generally treat each other on my unit or work area.

1	2	3	4	5	6	7
- 16% -	----------56%----------			----------28%---------		
160	148	187	214	96	97	79

N = 981

B22. The help and support I receive from my immediate supervisor.

1	2	3	4	5	6	7
- 14% -	----------43%----------			----------43%----------		
139	111	149	176	100	115	201

N = 981

B23. The opportunities I have for promotion to more responsible jobs.

1	2	3	4	5	6	7
- 43% -	----------45%----------			----------12%----------		
416	173	119	150	44	40	36

N = 978

B24. The amount of responsibility I am given in my job.

1	2	3	4	5	6	7
- 13% -	----------	55%	----------	----------	32%	---------
131	120	164	250	112	91	110

N = 978

B25. Working at the facility prior to the closure announcement.

1	2	3	4	5	6	7
- 16% -	----------	54%	----------	----------	30%	---------
151	127	158	245	100	90	98

N = 969

B26. Working at the facility now.

1	2	3	4	5	6	7
- 20% -	----------	59%	----------	----------	21%	---------
191	168	191	216	81	56	74

SOCIAL SECURITY NUMBERS 88%

PART C These numbers are frequencies.

C1. I am employed at

NO ANSWER	36
A STATE SCHOOL CAMPUS	767
STATE SCHOOL COMMUNITY SERVICES	197
	1,000

and have worked here for

(0) NO ANSWER	25
(1) Under 1 year.....	186
(2) 1-2 years	252
(3) 3-5 years	274
(4) 6-14 years	201
(5) 15 years or over.....	62
	1,000

C2. My Age is:

(0) NO ANSWER	26
(1) Under 20 years	6
(2) 20-29 years	373
(3) 30-39 years	301
(4) 40-49 years	201
(5) 50 years and over	92
	1,000

Missing		23
1.0	Administration (Department Heads, Unit Directors, Human Resource Development, Human Resource Services, Quality Assurance)	57
2.0	Supervisors	103
3.0	Medical (Physicians)	4
4.0	Nurses (RN's, LVN's)	64
5.0	Therapists (O/T, P/T, Speech, Recreation)	49
6.0	General Professionals (Social Work, QMRP, Psych)	90
7.0	Direct Contact (Dorm Staff, Group Home, Trainers)	403
8.0	Clerical Support	66
9.0	Support services (Food, Grounds, Maintenance, Supply)	141
10.0	Other	0
		1,000

PART B

Not Satisfied = 1 (1), Somewhat Satisfied = 2 (2-4), Satisfied = 3 (5-7)

WORK ENVIRONMENT

Salary

B1. The amount of money I make in terms of the type of work I do.

B20. My salary in terms of similar jobs in this geographic area.

1	2	3	4	5	6	7
- 47%-	----------46%	--------		----------7%	--------	
- 39-	----------51%	--------		---------10%	--------	

Policy:

B2. The policies and rules.

B19. The way in which the policies and rules are administered.

1	2	3	4	5	6	7
- 26% -	----------65%	----------		----------9%	----------	
- 33% -	----------53%	----------		----------14%	----------	

Supervision

B13. The general way in which I am treated by my immediate supervisor.

B22. The help and support I receive from my immediate supervisor.

1	2	3	4	5	6	7
- 13% -	----------41%	----------		----------46%	---------	
- 14% -	----------43%	----------		----------43%	----------	

Working conditions

B3. The general surroundings in which I work.

B11. The overall quality of my work environment.

1	2	3	4	5	6	7
- 11% -	----------63%	----------		----------26%	---------	
- 12% -	----------66%	----------		----------22%	---------	

Relationships

B4. The way that people get along with each other on the job.

B21. The way in which people generally treat each other on my unit or work area.

1	2	3	4	5	6	7
- 20% -	----------57%	----------		----------23%	---------	
- 16% -	----------56%	----------		----------28%	---------	

Security

B9. The amount of job security I have.

B16. The stability of my employment.

1	2	3	4	5	6	7
- 45% -	----------44%	----------		----------11%	--------	
- 37% -	----------45%	----------		----------18%	--------	

MORALE

Advancement
B8. The opportunities I have for advancement.
B23. The opportunities I have for promotion to more responsible jobs.

1	2	3	4	5	6	7
- 49% -	----------	41%	----------	----------	10%	---------
- 43% -	----------	45%	----------	----------	12%	---------

Recognition
B10. The recognition I receive for my efforts on the job.
B6. The appreciation I am shown for the work I do.

1	2	3	4	5	6	7
- 34% -	----------	53%	----------	----------	13%	---------
- 33% -	----------	46%	----------	----------	21%	---------

Achievement
B12. The sense of accomplishment I derive from my work.
B15. The sense of achievement or contribution I receive from my work.

1	2	3	4	5	6	7
- 10% -	----------	57%	----------	----------	33%	--------
- 14% -	----------	55%	----------	----------	31%	--------

Work Itself
B17. The actual duties and tasks in my work.
B5. The degree of "challenge" I find in my job itself.

1	2	3	4	5	6	7
- 11% -	----------	60%	----------	----------	39%	--------
- 17% -	----------	57%	----------	----------	26%	--------

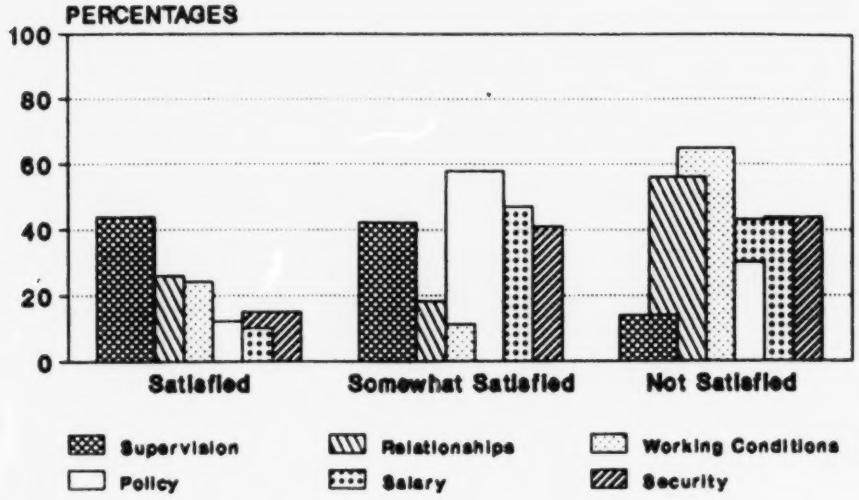
Responsibility
B18. The sense of importance I get from my job.
B24. The amount of responsibility I am given in my job.

1	2	3	4	5	6	7
- 16% -	----------	50%	----------	----------	34%	---------
- 13 -	----------	55%	----------	----------	32%	---------

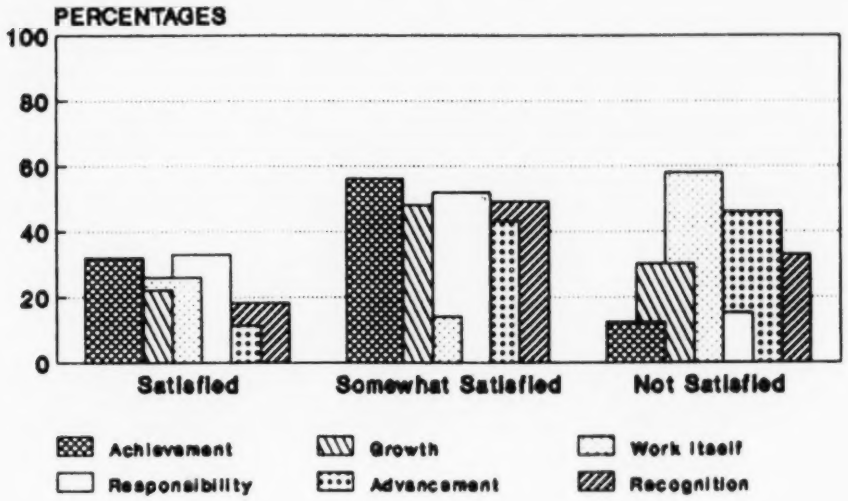
Growth:
B7. The opportunities I have for growth and self-improvement within the organization.
B14. The opportunity I have for creativity and self-expression in my job.

1	2	3	4	5	6	7
- 41% -	----------	47%	----------	----------	12%	---------
- 19% -	----------	48%	----------	----------	33%	---------

WORK ENVIRONMENT
Fort Worth



MORALE
Fort Worth



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COMPILATION OF NARRATIVES FORT WORTH EMPLOYEES[7]

Six hundred and twenty employees wrote comments on the survey. The following is a list of fifteen out of twenty-five topics in the order of their importance to employees as determined by how often these topics were mentioned. The number to the right is the ranking or where they were mentioned most often by job groups, 1 being the top ranking. In case of a tie, each topic was given the same number.

The narrative section was Part D and the questions were:

D1. I could do a better job in this position if

D2. Additional information. Please feel free to explain any of your response, or to write any comments, or ask any questions, on any subject not covered by the survey.

An explanation as to what was said is to the right of the topic.

WORK TOGETHER	1	everyone do their own job; better communication between shifts, departments, and administration; team work, no back biting; work to meet needs
MONEY	2	more for decent living; lift morale and show appreciation; bonuses to stay; at other state school levels; merit raises; according to ability and job; same per shifts
TREATED EQUALLY	3	Favoritism shown; policies/rules not enforced equally and apply to everyone/all shifts; respect job position; unfair promotions; hire equally
MEET NEEDS	5	schools meet needs best; decision not made in best interest of individual; not be met in community; closure hinders long range planning for individuals; community not have same programs; not enough staff; medical care first; should not political; hard for individuals to move; more rights for indvs.; more vocational training; need appropriate placement; professional staff
JOB SECURITY	5	do not have due to closure; negatively effects job performance; will current programs continue?
ENVIRONMENT	5	more supplies readily available; need new, better equipment; too much paper work; more professional

[7]Compiled April 28, 1993.

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APPRECIATION	3	employees need encouragement; pat on back; by advancement, money, bonuses, certificates, employee of the month; based on experience or degree; recognize good not just bad; of direct care; from above; for all shifts
HAPPY	8	doing best can under circumstances; with their own performance; with job; proud of programs
WHY CLOSE	8	should not; Mexia chosen; all new pretty place; unfair; good place to work and for individuals; political decision, not sensitive to needs; indvs. stay near families
STAFF SHORTAGES	11	need more due to increased paper work; case load too large; need some just to go to meetings; enough to handle work load; too many chiefs; better trained; keep ratio of staff to individuals; less turn over; better scheduling; more assistants
ADVANCEMENT	11	not much due to closure; cannot due to lack of educational opportunities; not allowed to make changes; in wrong position for promotions; based on seniority
SUPERVISORS	13	should better trained; rules should apply to them; act same without ICF/MR surveyors around; give more support; more proactive, cooperative; some are good; be held accountable; don't look over shoulder of worker; care more about staff (all shifts); give workers more leeway; listen to staff more
OPTIONS	13	clearer; will find reason to fire people first; allow to visit other state schools to find jobs; voluntary window; job choice?; retirement?; not a motive to stay; more information; community and campus the same?
INFORMATION	13	from within facility; exact date of closure; more on 10-6 shift; to individuals; more than rumors; more to help make decisions; timely, accurate, consistent full disclosure
CENTRAL OFFICE	15	more honest; not look after just themselves; is not honest; betrayed FWSS; need to understand worker better; not trust them; get on board and drive; need to be more aware of parents' concerns; unconcerned; more clear directives; not trustworthy

COMPILATION OF FORT WORTH STATE SCHOOL EMPLOYEES' RESPONSES TO EVALUATORS ABOUT SURVEY RESULTS[8]

The responses were grouped by those issues concerning Central Office and the Fort Worth State School administration. Subtopic under each of these are listed as originating from community and community and campus. These are not prioritized.

Issues concerning Central Office:

o Leadership

Community:

1. acknowledge contribution of FWSS
2. support FWSS community services employees in merger (takeover) with TCMHMR
3. too many entities serving MR, should consolidate?

Campus and Community:

4. practice CQI from direct contact to C. O.
5. be visible on campus
6. speak in understandable language, honest
7. stricter requirements for Private Providers
8. come forth with a concrete plan or any kind of plan forthwith
9. set date of closure
10. lobby for FWSS

o Services for individuals:

Community:

1. help with employment of individuals
2. assess needs
3. employment for profoundly retarded

Campus and Community:

4. monitoring of individuals and private providers
5. provide skills for community placement
6. finance services, support services
7. support network
8. help for those with demanding needs
9. recidivism rate
10. could they be moved as a group?

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[8]June 1, 1993

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- Staff

    1. need to go with individuals
    2. provide training for a different or better job
    3. benefit package explained
    4. move to Denton, temporary or permanent?

- Parents

    a. tell them the truth
    b. Provide transportation for elderly to visit family member
    c. what about promises to them

- Governor

    1. better public relations
    2. show concern for individuals
    3. tax money wasted on new school when closed
    4. send her the results
    5. come visit and see that it should not have been closed
    6. Explain reason picked FWSS

- Legislature

    1. need to pass benefit package
    2. pass legislation to provide that individuals will be monitored

Fort Worth State School Administration:

- Appreciation

    1. Employees of the month, unit and school wide, plaques, certificates, something to be able to show someone
    2. Thank you notes, start from the top
    3. Lunches, dinners, picnics
    4. Recognize longevity of service
    5. Verbal praise, positive reinforcement
    6. Direct Care week
    7. Volunteers give parties or coupons for dinner
    8. Include all shifts

- Monetary

    1. bonuses
    2. merit raises
    3. training
    4. advancement

- Grapevine

    1. more credible
    2. more available
    3. more responsive
    4. no double talk

- Credibility--Administration

    1. more visible
    2. structure

        a. focus groups
        b. CQI
        c. employee council resurrected
        d. Dept. heads meetings
        e. Superintendent around more
        f. face to face with administration
        g. Superintendent Letter
        h. All shifts

    3. willing to say "I don't know"

- Information about individuals

    1. between units on individuals
    2. from community about individuals
    3. Between shifts

General Issues:

- Training

    Requested nurses aide training - disappointed to hear that the State can't offer this to us.

    Education Fair was very good - very helpful. Would like to see more of this, also Job Fair.

    Schedules for classes catered to day shift - hard on night shift.

    Once you work night shift it's hard to get another shift even if bid for other jobs - feel seniority is not considered - feeling that night shift doesn't know anything.

    Transfer to community at same pay now - then in September either no job or a cut in pay?

    Offer assistance to staff on resumes - help to market staff

- go extra step for people that want to stay here to the end
- help them plan career/financial future.

Need counseling for employees for stress - deal with it now - fear of going to someone on campus - need referrals for counseling.

- Advancement

Advancement - provide more training. Did not know what a stipend was - get this information out to all staff.

Many people feel jobs won't last as long as they are being told - can only count on what you have now - give incentives now.

- Money

Shift differential - more incentive to work nights.

Can't recommend employees for merit increase - it's not what you know, but who you know.

Credibility in salary increases - administration gets raises - no one else does.

- Benefits

Saying that if you have so much comp time it's going to turn to sick time - don't get paid for sick time - who needs sick time??

Since we're closing, couldn't vacation time be carried over?

Grapevine said wouldn't get paid for comp time if took early retirement - I talked to ERS - they said I would get paid for comp - which is true?

If take advantage of early retirement do you get paid for any sick time?

We need merit system, bonuses, chance for advancement.

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FORT WORTH STATE SCHOOL QUALITY IMPROVEMENT TEAM'S RESPONSE TO SURVEY RESULTS[9]

Quality Council received recommendations:

Established two focus areas

1. Appreciation (Fairness)

2. Communication (Credibility)

Created Quality Improvement Team for Employee Appreciation

1. Team Leader appointed

2. Campus-wide volunteers to be on team

Created Quality Improvement Team to determine a method for selection of members of the various Quality Improvement Teams

1. Team leader appointed

2. Campus wide volunteers to be on team

Communication (Credibility)

1. Ad in Grapevine for volunteers to be on Grapevine committee to improve credibility

2. Department Heads and Unit Directors spend time on shifts other than their own

3. Superintendent have small employee group meetings on all shifts on the different work areas

4. Direct Contact Quality Improvement Team (already in place and working)

a. allows Direct Care to raise issues impacting Direct Contact

b. makes recommendations to address these issues

[9]June 28, 1993

EXECUTIVE SUMMARY TRAVIS STATE SCHOOL EMPLOYEE SURVEY[10]

There was no statistical difference in the responses by employees among the nine job groups. The 1051 returned represent an 84% return rate.

Section A

- Eighty-three percent disagreed that the decision process to close the state schools had been fair and objective. (A1) N = 913

Information Sharing

- Central Office credibility was in doubt as approximately 62% disagreed that closure information had been honest (A2), adequate (A3) or quickly (A4) disseminated.

- Local administration credibility, however, was higher as only approximately 51% disagreed that information was honest (A7), adequate (A8), or quickly (A9) disseminated.

Employee Needs

- Employee needs had not been considered as approximately 62% disagreed that the closure activities had been fair (A5), or sensitive (A6) to their needs.

- Although approximately 52% of employees disagreed that the options had been adequately explained (A14) or that they had input (A16), 41% (A15, N = 932) agreed that these options had encouraged them to stay.

Family and Individual Needs

- Approximately 43% of employees agreed that the quality of services had been maintained at the facility (A17) and would be maintained in the community (A18).

- However, 44% (N = 788) disagreed that private providers have been adequately prepared (A19).

- Employees, also, felt that individual needs had not been considered as approximately 62% disagreed that the closure activities had been sensitive (A10) or fair (A11) to individuals's needs.

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[10]Draft December 14, 1993

- Family needs had not been met, either, as approximately 56% of employees disagreed that the closure activities had been fair (A12) or sensitive (A13) to family needs.

Section B

Work Environment

- Travis employees were least satisfied with Policy as only 10% were satisfied.
- The area of greatest satisfaction was Supervision (40%).
- Employees were somewhat satisfied with Working Conditions (65%).

Morale

- Travis employees were not satisfied with Advancement (48%).
- The employees were somewhat satisfied with their Work Itself (58%) and Responsibility (54%).
- The area of greatest satisfaction was their sense of Responsibility (32%) and Achievement (32%).
- Overall, Travis employees were somewhat satisfied in all factors.

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TRAVIS EMPLOYEE SURVEY RESULTS[11]

Strongly Disagree (SD) = 1		Agree (A)= 4	
Disagree (D) = 2		Strongly Agree (SA)= 5	
Neutral (N) = 3		**Top = Percentages**	
		Bottom = Frequencies	

Missing or Don't Know removed before percent calculations. N = 1051

PART A	SD	D	N	A	SA
A1. The decision process to close the state schools was fair and object. N = 913	83% 534	9% 224	8% 85	52	19
A2. Central Office has been honest in providing information about the closure. N = 889	62% 273	18% 276	20% 164	151	26
A3. My perception is that Central Office staff have given employees adequate information about the closure. N = 911	61% 246	19% 306	20% 172	165	26
A4. Central Office staff have quickly provided information about closure issues. N = 921	63% 257	18% 319	19% 168	158	20
A5. The closure activities have been fair to employees' needs. N = 926	64% 321	18% 271	18% 167	145	22
A6. The closure activities have been sensitive to employees' needs. N = 924	61% 315	18% 252	21% 168	161	29
A7. This facility administration has been honest in providing information about the closure. N = 917	53% 269	18% 219	29% 163	215	52
A8. In my view, local facility staff have given employees adequate information about the closure. N = 932	51% 231	19% 242	30% 180	235	45
A9. The local facility administration has quickly provided information about closure issues. N = 922	50% 212	20% 250	30% 190	228	43

[11]Conducted June 21, 1993, Results Updated Sept. 23, 1993.

Strongly Disagree (SD) = 1 Disagree (D) = 2 Neutral (N) = 3
Agree (A) = 4 Strongly Agree (SA) = 5 Don't Know (DK) = 9.

	SD	D	N	A	SA
A10. The closure activities have been fair to the individuals' needs. N = 911	63% 287	281	19% 173	147	18% 24
A11. The closure activities have been sensitive to the individuals' needs. N = 901	61% 274	277	20% 175	147	19% 29
A12. The closure activities have been fair to families' needs. N = 854	57% 251	239	23% 194	136	20% 35
A13. The closure activities have been sensitive to the families' needs. N = 845	54% 231	230	25% 207	139	21% 39
A14. The promised closure options for employees have been adequately explained. N = 930	51% 240	230	19% 174	242	30% 45
A15. The promised closure options for employees have encouraged me to stay at the State School for as long as my services are required. N = 932	37% 188	155	22% 208	289	41% 93
A16. I feel employees have had the chance to give input about options. N = 915	53% 263	233	18% 171	225	29% 42
A17. In my view, the quality of services to individuals living at this facility has been maintained. N = 916	34% 154	153	19% 176	304	47% 129
A18. In my view, the quality of services to individuals being placed into community living arrangements has been maintained. N = 822	33% 134	144	27% 225	233	40% 87

A19. In my view, community based providers have been well prepared to provide needed services before placement of individuals. N = 788		44%		26%		30%	
	180		165		201	171	72

PART B

Not Satisfied = 1 (1)

Somewhat Satisfied = 2 (2-4)

Satisfied = 3 (5-7)

On my current job, this is how I feel about...

B1. The amount of money I make in terms of the type of work I do.

1	2	3	4	5	6	7
- 52% -		----------43% --------			----------5% -------	
522	133	159	144	26	8	15

N = 1006

B2. The policies and rules.

1	2	3	4	5	6	7
- 29% -	----------63%----------			----------8%----------		
286	165	221	250	34	25	21

N = 1001

B3. The general surroundings in which I work.

1	2	3	4	5	6	7
- 15% -	----------62%----------			----------23%----------		
151	125	168	322	96	66	70

N = 997

B4. The way that people get along with each other on the job.

1	2	3	4	5	6	7
- 26% -	----------54%----------			----------20%----------		
59	131	190	223	63	84	54

N = 1003

B5. The degree of "challenge" I find in my job itself.

1	2	3	4	5	6	7
- 17% -	----------56%----------			----------27%----------		
164	118	170	268	98	97	78

N = 992

B6. The appreciation I am shown for the work I do.

1	2	3	4	5	6	7
- 34% -		----------46%----------		----------20%----------		
343	144	143	175	67	68	63

N = 1002

B7. The opportunities I have for growth and self-improvement within the organization.

1	2	3	4	5	6	7
- 43% -		----------43%----------		----------14%----------		
432	161	128	144	55	40	42

N = 1001

B8. The opportunities I have for advancement.

1	2	3	4	5	6	7
- 52% -		----------40%----------		----------8%---------		
521	148	115	137	31	24	29

N = 1004

B9. The amount of job security I have.

1	2	3	4	5	6	7
- 42%-		----------46%----------		----------12%---------		
424	133	154	172	42	45	35

N = 1004

B10. The recognition I receive for my efforts on the job.

1	2	3	4	5	6	7
- 34%-		----------52%---------		----------14%----------		
341	213	138	165	48	51	42

N = 997

B11. The overall quality of my work environment.

1	2	3	4	5	6	7
- 13% -		----------67%----------		----------20%----------		
130	232	205	233	77	72	46

N = 994

B12. The sense of accomplishment I derive from my work.

1	2	3	4	5	6	7
- 12% -		----------56%----------		----------32%----------		
116	153	172	232	122	104	93

N = 991

B13. The general way in which I am treated by my immediate supervisor.

1	2	3	4	5	6	7
- 14% -		----------45%----------		----------41%---------		
138	113	136	194	91	130	191

N = 992

B14. The opportunity I have for creativity and self-expression in my job.

1	2	3	4	5	6	7
- 18% -	----------53%----------			----------29%----------		
180	165	177	180	93	101	99

N = 994

B15. The sense of achievement or contribution I receive from my work.

1	2	3	4	5	6	7
- 15% -	----------53%----------			----------32%----------		
145	155	183	196	114	105	97

N = 994

B16. The stability of my employment.

1	2	3	4	5	6	7
- 34% -	----------48%----------			----------18%----------		
343	152	154	176	114	64	43

N = 998

B17. The actual duties and tasks in my work.

1	2	3	4	5	6	7
- 11% -	----------60%----------			----------29%----------		
113	147	167	280	102	103	78

N = 990

B18. The sense of importance I get from my job.

1	2	3	4	5	6	7
- 15% -	----------54%----------			----------31%----------		
146	126	176	235	107	101	103

N = 993

B19. The way in which the policies and rules are administered.

1	2	3	4	5	6	7
- 38% -	----------49%----------			----------13%----------		
379	179	150	155	58	50	25

N = 995

B20. My salary in terms of similar jobs in this geographic area.

1	2	3	4	5	6	7
- 45% -	----------46%----------			----------9%----------		
450	187	141	129	32	27	28

N = 993

B21. The way in which people generally treat each other on my unit or work area.

1	2	3	4	5	6	7
- 22% -	----------53%----------			----------25%----------		
225	171	163	194	84	82	81

N = 999

B22. The help and support I receive from my immediate supervisor.

1	2	3	4	5	6	7
- 15% -		-----46%-----			-----39%-----	
146	127	139	192	109	106	173

N = 997

B23. The opportunities I have for promotion to more responsible jobs.

1	2	3	4	5	6	7
- 45% -		-----44%-----			-----11%-----	
448	171	113	149	46	27	34

N = 987

B24. The amount of responsibility I am given in my job.

1	2	3	4	5	6	7
- 15% -		-----54%-----			-----31%-----	
136	112	167	266	114	84	119

N = 997

B25. Working at the facility prior to the closure announcement.

1	2	3	4	5	6	7
- 18% -		-----56%-----			-----26%-----	
172	106	176	257	84	81	81

N = 956

B26. Working at the facility now.

1	2	3	4	5	6	7
- 25% -		-----56%-----			-----19%-----	
242	171	169	215	59	60	67

N = 982

PART C. SOCIAL SECURITY NUMBERS 73%

The following are frequencies.

C1. I am employed at

NO ANSWER	82
A STATE SCHOOL CAMPUS	718
STATE SCHOOL COMMUNITY SERVICES	251
	1,051

and have work here for

(0) NO ANSWER	60
(1) Under 1 year.....	146
(2) 1-2 years	189
(3) 3-5 years	215
(4) 6-14 years	257
(5) 15 years or over	184
	1,051

C2. My Age is:

(0)	NO ANSWER	72
(1)	Under 20 years	07
(2)	20-29 years	223
(3)	30-39 years	291
(4)	40-49 years	258
(5)	50 years and over	200
		1,051

0.0	NO ANSWER	46
1.0	Administration (Department Heads, Unit Directors, Human Resource Development, Human Resource Services, Quality Assurance)	81
2.0	Supervisors	86
3.0	Medical (Physicians)	02
4.0	Nurses (RN's, LVN's)	69
5.0	Therapists (O/T, P/T, Speech, Recreation)	55
6.0	General Professionals (Social Work, QMRP, Psych)	80
7.0	Direct Contact (Dorm Staff, Group Home, Trainers)	81
8.0	Clerical Support	48
9.0	Support services (Food, Grounds, Maintenance, Supply) ..	187
10.0	Other.....	16
	Total	1051

PART B

Not Satisfied = 1 (1), Somewhat Satisfied = 2 (2-4),
Satisfied = 3 (5-7)

WORK ENVIRONMENT

Salary
B1. The amount of money I make in terms of the type of work I do.
B20. My salary in terms of similar jobs in this geographic area.

1	2	3	4	5	6	7
- 52%-	----------43%	--------		----------5%	--------	
- 45-	----------46%	--------		----------9%	--------	

Policy
B2. The policies and rules.
B19. The way in which the policies and rules are administered.

1	2	3	4	5	6	7
- 29% -	----------63%----------			----------8%----------		
- 38% -	----------49%----------			----------13%----------		

Supervision
B13. The general way in which I am treated by my immediate supervisor.
B22. The help and support I receive from my immediate supervisor.

1	2	3	4	5	6	7
- 14% -	----------45%----------			----------41%---------		
- 15% -	----------46%----------			----------39%---------		

Working conditions
B3. The general surroundings in which I work.
B11. The overall quality of my work environment.

1	2	3	4	5	6	7
- 15% -	----------62%----------			----------23%----------		
- 13% -	--¬---------67%----------			----------20%----------		

Relationships
B4. The way that people get along with each other on the job.
B21. The way in which people generally treat each other on my unit or work area.

1	2	3	4	5	6	7
- 26% -	----------54%----------			----------20%----------		
- 22% -	----------53%----------			----------25%----------		

Security
B9. The amount of job security I have.
B16. The stability of my employment.

1	2	3	4	5	6	7
- 42% -	----------46%----------			----------12%---------		
- 34% -	----------48%----------			----------18%---------		

MORALE

Advancement
B8. The opportunities I have for advancement.
B23. The opportunities I have for promotion to more responsible jobs.

	1	2	3	4	5	6	7
	- 52% -	----------	40%	----------	----------	8%	----------
	- 45% -	----------	44%	----------	----------	11%	----------

Recognition
B10. The recognition I receive for my efforts on the job.
B6. The appreciation I am shown for the work I do.

	1	2	3	4	5	6	7
	- 34% -	----------	52%	----------	----------	14%	----------
	- 34% -	----------	46%	----------	----------	20%	----------

Achievement
B12. The sense of accomplishment I derive from my work.
B15. The sense of achievement or contribution I receive from my work.

	1	2	3	4	5	6	7
	- 12% -	----------	56%	----------	----------	32%	----------
	- 15% -	----------	53%	----------	----------	32%	----------

Work Itself
B17. The actual duties and tasks in my work.
B5. The degree of "challenge" I find in my job itself.

	1	2	3	4	5	6	7
	- 11% -	----------	60%	----------	----------	29%	----------
	- 17% -	----------	56%	----------	----------	27%	----------

Responsibility
B18. The sense of importance I get from my job.
B24. The amount of responsibility I am given in my job.

	1	2	3	4	5	6	7
	- 15% -	----------	54%	----------	----------	31%	----------
	- 15% -	----------	54%	----------	----------	31%	----------

Growth
B7. The opportunities I have for growth and self-improvement within the organization.
B14. The opportunity I have for creativity and self-expression in my job.

	1	2	3	4	5	6	7
	- 43% -	----------	43%	----------	----------	14%	----------
	- 18% -	----------	53%	----------	----------	29%	----------

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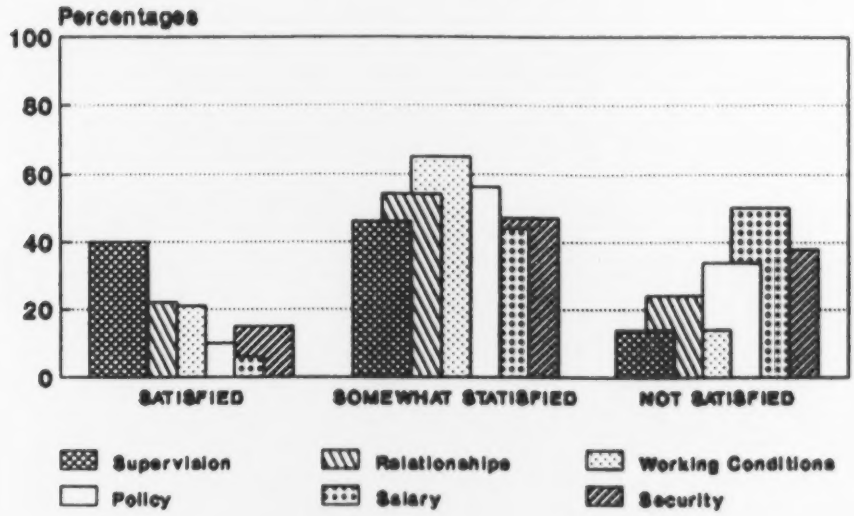
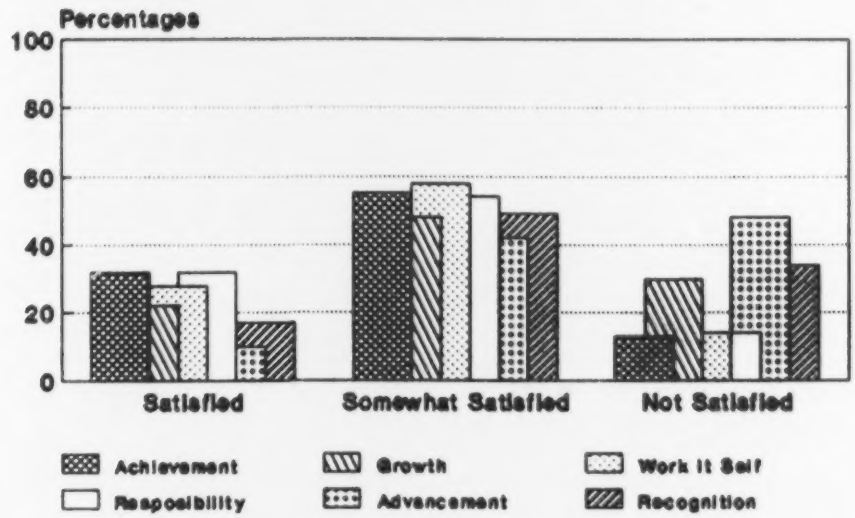
WORK ENVIRONMENT
Travis



MORALE
Travis



TRAVIS/FORT WORTH EMPLOYEE SURVEY RESULTS[12]

Strongly Disagree	(SD)	= 1	Agree	(A)	= 4
Disagree	(D)	= 2	Strongly Agree	(SA)	= 5
Neutral	(N)	= 3	Top = Travis %		(N= 1051)
Agree	(A)	= 4	Bottom = Fort Worth %		(N= 1000)

Missing or Don't Know removed before percent calculations.

PART A		SD	D	N	A	SA
A1.	The decision process to close the state schools was fair and object.	83% 90%		9% 6%		8% 4%
A2.	Central Office has been honest in providing information about the closure.	62% 62%		18% 20%		20% 18%
A3.	My perception is that Central Office staff have given employees adequate information about the closure.	61% 60%		19% 21%		20% 19%
A4.	Central Office staff have quickly provided information about closure issues.	63% 61%		18% 22%		19% 17%
A5.	The closure activities have been fair to employees' needs.	64% 50%		18% 22%		18% 18%
A6.	The closure activities have been sensitive to employees' needs.	61% 59%		18% 22%		21% 19%
A7.	This facility administration has been honest in providing information about the closure.	53% 43%		18% 24%		29% 33%
A8.	In my view, local facility staff have given employees adequate information about the closure.	51% 45%		19% 23%		30% 32%
A9.	The local facility administration has quickly provided information about closure issues.	50% 43%		20% 26%		30% 31%

[12]Updated December 20, 1993

	SD	D	N	A	SA
A10. The closure activities have been fair to the individuals' needs.	63% 69%		19% 16%		18% 15%
A11. The closure activities have been sensitive to the individuals' needs.	61% 67%		20% 17%		19% 16%
A12. The closure activities have been fair to families' needs.	57% 70%		23% 18%		20% 12%
A13. The closure activities have been sensitive to the families' needs.	54% 67%		25% 20%		21% 13%
A14. The promised closure options for employees have been adequately explained.	51% 50%		19% 20%		30% 30%
A15. The promised closure options for employees have encouraged me to stay at the State School for as long as my services are required.	37% 33%		22% 26%		41% 41%
A16. I feel employees have had the chance to give input about options.	53% 57%		18% 21%		29% 22%
A17. In my view, the quality of services to individuals living at this facility has been maintained.	34% 23%		19% 16%		47% 61%
A18. In my view, the quality of services to individuals being placed into community living arrangements has been maintained.	33% 31%		27% 27%		40% 42%
A19. In my view, community based providers have been well prepared to provide needed services before placement of individuals.	44% 47%		26% 25%		30% 28%

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PART B

Not Satisfied = 1 (1)

Somewhat Satisfied = 2 (2-4)

Satisfied = 3 (5-7)

On my current job, this is how I feel about...

B1. The amount of money I make in terms of the type of work I do.

	1	2	3	4	5	6	7
- 52% -			43%			5%	
- 47% -			46%			7%	

B2. The policies and rules.

	1	2	3	4	5	6	7
- 29% -			63%			8%	
- 26% -			65%			9%	

B3. The general surroundings in which I work.

	1	2	3	4	5	6	7
- 15% -			62%			23%	
- 11% -			63%			26%	

B4. The way that people get along with each other on the job.

	1	2	3	4	5	6	7
- 26% -			54%			20%	
- 20% -			57%			23%	

B5. The degree of "challenge" I find in my job itself.

	1	2	3	4	5	6	7
- 17% -			56%			27%	
- 17% -			57%			26%	

B6. The appreciation I am shown for the work I do.

	1	2	3	4	5	6	7
- 34% -			46%			20%	
- 33% -			46%			21%	

B7. The opportunities I have for growth and self-improvement within the organization.

	1	2	3	4	5	6	7
- 43% -			43%			14%	
- 41% -			47%			12%	

B8. The opportunities I have for advancement.

	1	2	3	4	5	6	7
- 52% -			40%			8%	
- 49% -			41%			10%	

B9. The amount of job security I have.

	1	2	3	4	5	6	7
-	42%	-	----------	46%	----------	12%	---------
-	45%	-	----------	44%	----------	11%	---------

B10. The recognition I receive for my efforts on the job.

	1	2	3	4	5	6	7
-	34%	-	----------	52%	---------	14%	----------
-	34%	-	----------	53%	---------	13%	----------

B11. The overall quality of my work environment.

	1	2	3	4	5	6	7
-	13%	-	----------	67%	----------	20%	----------
-	12%	-	----------	66%	----------	22%	----------

B12. The sense of accomplishment I derive from my work.

	1	2	3	4	5	6	7
-	12%	-	----------	56%	----------	32%	----------
-	10%	-	----------	57%	----------	33%	----------

B13. The general way in which I am treated by my immediate supervisor.

	1	2	3	4	5	6	7
-	14%	-	----------	45%	----------	41%	---------
-	13%	-	----------	41%	----------	46%	---------

B14. The opportunity I have for creativity and self-expression in my job.

	1	2	3	4	5	6	7
-	18%	-	----------	53%	----------	29%	----------
-	19%	-	----------	48%	----------	33%	----------

B15. The sense of achievement or contribution I receive from my work.

	1	2	3	4	5	6	7
-	15%	-	----------	53%	----------	32%	----------
-	14%	-	----------	55%	----------	31%	----------

B16. The stability of my employment.

	1	2	3	4	5	6	7
-	34%	-	----------	48%	----------	18%	----------
-	37%	-	----------	45%	----------	18%	----------

B17. The actual duties and tasks in my work.

	1	2	3	4	5	6	7
-	11%	-	----------	60%	----------	29%	----------
-	11%	-	----------	60%	----------	39%	----------

B18. The sense of importance I get from my job.

	1	2	3	4	5	6	7
-	15%	-	----------	54%	----------	31%	----------
-	16%	-	----------	50%	----------	34%	----------

B19. The way in which the policies and rules are administered.

	1	2	3	4	5	6	7
-	38%	-	----------49%----------		----------13%----------		
-	33%	-	----------53%----------		----------14%----------		

B20. My salary in terms of similar jobs in this geographic area.

	1	2	3	4	5	6	7
-	45%	-	----------46%----------		----------9%----------		
-	39%	-	----------51%----------		----------10%----------		

B21. The way in which people generally treat each other on my unit or work area.

	1	2	3	4	5	6	7
-	22%	-	----------53%----------		----------25%----------		
-	16%	-	----------56%----------		----------28%----------		

B22. The help and support I receive from my immediate supervisor.

	1	2	3	4	5	6	7
-	15%	-	----------46%----------		----------39%----------		
-	14%	-	----------43%----------		----------43%----------		

B23. The opportunities I have for promotion to more responsible jobs.

	1	2	3	4	5	6	7
-	45%	-	----------44%----------		----------11%----------		
-	43%	-	----------45%----------		----------12%----------		

B24. The amount of responsibility I am given in my job.

	1	2	3	4	5	6	7
-	15%	-	----------54%----------		----------31%----------		
-	13%	-	----------55%----------		----------32%----------		

B25. Working at the facility prior to the closure announcement.

	1	2	3	4	5	6	7
-	18%	-	----------56%----------		----------26%----------		
-	16%	-	----------54%----------		----------30%----------		

B26. Working at the facility now.

	1	2	3	4	5	6	7
-	25%	-	----------56%----------		----------19%----------		
-	20%	-	----------59%----------		----------21%----------		

PART C.

SOCIAL SECURITY NUMBERS

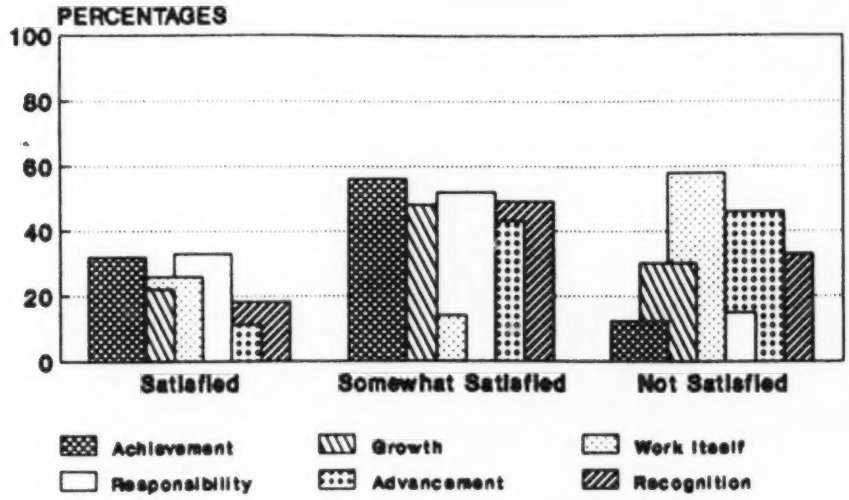
Travis	73%
Fort Worth	88%

The following are frequencies.

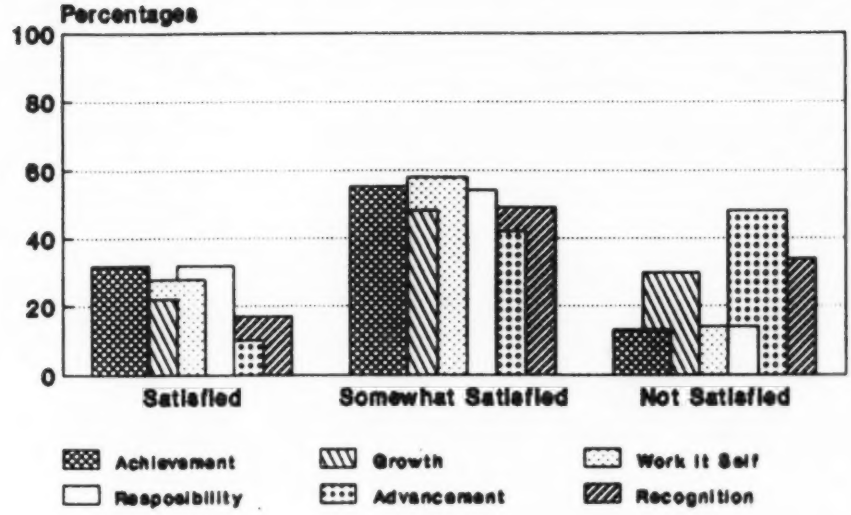
	Travis	Fort Worth
C1. I am employed at		
NO ANSWER	82	36
A STATE SCHOOL CAMPUS	718	767
STATE SCHOOL COMMUNITY SERVICES	251	197
	1,051	1,000
and have work here for		
(0) NO ANSWER	60	25
(1) Under 1 year.....	146	186
(2) 1-2 years	189	252
(3) 3-5 years	215	274
(4) 6-14 years	257	201
(5) 15 years or over	184	62
	1,051	1,000
C2. My Age is:		
(0) NO ANSWER	72	26
(1) Under 20 years	07	06
(2) 20-29 years	223	373
(3) 30-39 years	291	301
(4) 40-49 years	258	201
(5) 50 years and over	200	92
	1,051	1,000

		Travis	FWSS
0.0	NO ANSWER	46	23
1.0	Administration (Department Heads, Unit Directors, Human Resource Development, Human Resource Services, Quality Assurance)	81	57
2.0	Supervisors	86	103
3.0	Medical (Physicians)	02	04
4.0	Nurses (RN's, LVN's)	69	64
5.0	Therapists (O/T, P/T, Speech, Recreation)	55	49
6.0	General Professionals (Social Work, QMRP, Psych)	80	90
7.0	Direct Contact (Dorm Staff, Group Home, Trainers)	381	403
8.0	Clerical Support	48	66
9.0	Support services (Food, Grounds, Maintenance, Sup.)	187	141
10.0	Other	16	0
		1,051	1,000

MORALE
Fort Worth



MORALE
Travis



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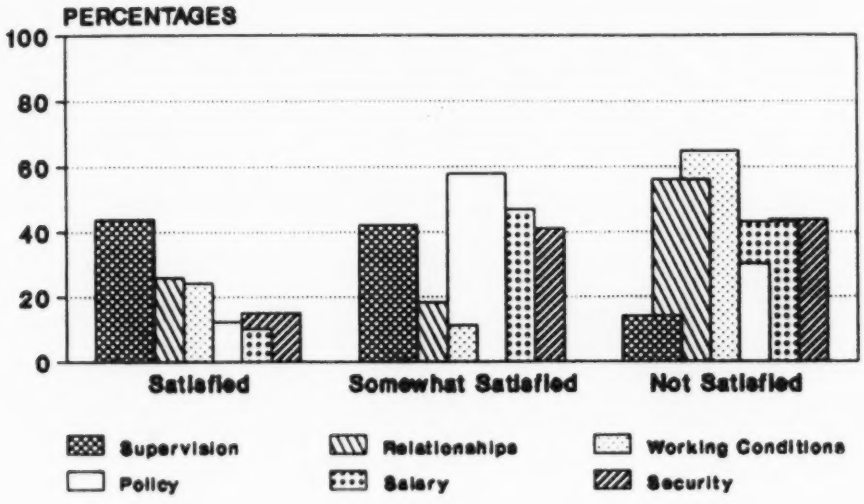
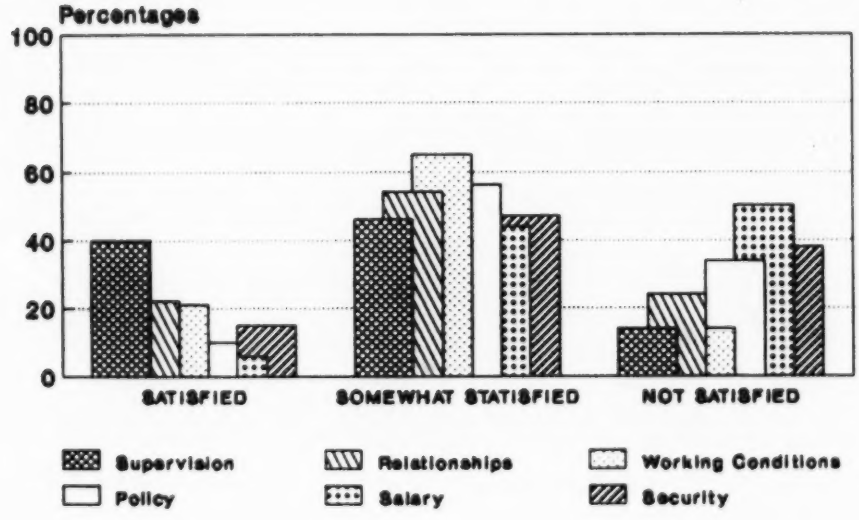
WORK ENVIRONMENT
Fort Worth



WORK ENVIRONMENT
Travis



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